

THE DUTIES OF A CORPS AREA
AIR OFFICER WITH SPECIAL
REFERENCE TO THE TRAINING
OF REGULAR ARMY AND
CIVILIAN COMPONENTS

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INDIVIDUAL RESEARCH STUDY

"THE DUTIES OF A CORPS AREA AIR OFFICER WITH SPECIAL REFERENCE TO THE
TRAINING OF REGULAR ARMY AND CIVILIAN COMPONENTS"

SUBMITTED BY

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FOREWORD

In the preparation of this subject, I wrote to all the Corps Area Air Officers, many former Corps Area Air Officers, and the Air Officer of the Hawaiian Department. The replies received are attached to this study as my bibliography, specific references being made to the true copies of the original letters.

I was Air Officer of the Sixth Corps Area for a period of four years(1927-1931), and during that time, actually came in contact with the problems presented. Certain phases of this subject that were not touched upon in any of the letters are discussed by me, and are referred to as "Personal Experience". I agree with all the ideas and principles embodied in this thesis although I do not make specific references to personal experiences throughout the entire study.

This thesis treats specifically of the duties of a Corps Area Air Officer. However, the only essential difference between the duties of a Corps Area Air Officer and a Department Air Officer is that the latter, in addition to being a Special Staff Officer, actually commands all Air Corps troops in the Department. The above applies not only to the Hawaiian Department but also to the Panama and Philippine Departments.

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MEMORANDUM FOR: The Director Second Year Class, The Command and General Staff School, Fort Leavenworth, Kansas.

SUBJECT: "Duties of a Corps Area Air Officer with Special Reference to the Training of Regular Army and Civilian Components".

I. PAPERS ACCOMPANYING:

I. A Bibliography for this study (letters received from former and present Corps Area Air Officers relative this subject).

II. THE STUDY PRESENTED. -- Duties of a Corps Area Air Officer with special reference to the training of Regular Army and civilian components.

The duties of a Corps Area Air Officer are defined in a general way in Army Regulations(no. 95-5) and in Chapter 1, Staff Officers' Field Manual. These can go no further than to lay down the general guiding principles.

Duties Defined -

The Air Officer is a member of the Special Staff of the Corps Area Commander. Like other special staff officers, he is the tactical and technical adviser of the Corps Area Commander and his General Staff on all matters pertaining to his branch. He prepares the details for carrying into effect the plans and general policies of the Corps Area Commander and War Department in so far as they pertain to his branch (1).

It is a fundamental principle of command that the commander of any military organization is in full control of all personnel assigned thereto and is alone responsible to higher authority for results obtained by his organization. In accordance with this principle

(1) A.R., 3; F.M., 21.

the air officer, though charged with certain duties and functions, must remember that these duties and functions are primarily the responsibility of the Corps Area Commander, and any directions or orders^{issued} subordinate units or commanders must be transmitted through proper channels of command(2).

The air officer must maintain the closest co-operation and collaboration with other staff sections, arranging the details for employment of the Air Corps in combat and in combined operations with other arms of the service(3).

Implied Tasks -

1. An air officer should keep up to date on all matters pertaining to his branch(tactics, training doctrines, and technical equipment) in order to be able to render sound advice and to make suitable and proper recommendations(4).

2. He should be well acquainted with the conditions existing in all Air Corps activities under the jurisdiction of the Corps Area Commander - this includes National Guard, Reserve and Regular Army activities (5).

3. He should keep generally informed as to what other staff officers at Corps Area Headquarters are doing in order to be prepared to fit the Air Corps plans into theirs (6).

4. He should be constantly on the alert for violation by Air Corps units of fundamental tactical principles and for improvement in methods of training and operation of Air Corps units in his Corps Area, and he should bring these to the attention of the proper staff

(2) F.M., 3.

(3) Mo, 4; Ba, 1; Lin, 1; Br, 2.

(4) Ra, 1; Br, 2.

(5) Ra, 1; Mo, 3; Br, 2.

(6) Ra, 1; Lin, 1.

officers and the commander(7).

In carrying out the above tasks, the air officer must ever bear in mind that he is a staff officer and not a commander. He may suggest that certain orders be issued but should issue no orders in his own name or that of the commander (8).

He should confer with Air Unit Commanders in both a formal way and informal, on all matters pertaining to their command so that proper assistance may be rendered. Where the Air Corps activity in question is part of a post under the command of an officer of another branch, the air officer should be very particular to consult the latter on all matters of policy before taking them up with his subordinates (9).

Specific Duties - -----

The specific duties of the air officer may be properly divided into the following five general headings: 1) Office routine. 2) Miscellaneous. 3) Preparation of the Air Corps annex to mobilization plans. 4) Supply. 5) Training.

1) Office routine - This includes all duties pertaining to the administration of the office. They may be enumerated as follows:

- a. Maintenance of proper records.
- b. Preparing transmittal endorsements.
- c. Checking routine reports from air activities.
- d. Answering letters of inquiry from civilians pertaining to air matters (10).

2) Miscellaneous -

a. Air liaison duties - The term as used here applies to those duties of the air officer where he acts as a "go-between" for Air Corps activities and Corps Area Headquarters. For example, the air

(7) Ra, 1; Hall, 1; Br, 2.

(8) F.M., 3.

(9) Ra, 1.

(10) Ra, 1 and 2; Lo, 2; Mo, 1.

officer can assist the field commander in getting action at Corps Headquarters on a matter by seeing the staff officer handling it. This does not mean that the air officer is to assist a commanding officer in getting something to which the latter is not properly entitled. The air officer must not forget that he represents foremost his Corps Area Commander and must always assist in every way the execution of the latter's policies.

Another example of liaison work has to do with matters between Corps Area Headquarters and the Materiel Division. By personal visits to the Materiel Division the air officer is often able to secure equipment and supplies that, due to a lack of understanding, could not be obtained by official requisition or correspondence. The above duties are not difficult provided tact and good judgment are displayed(11).

b. Headquarters' "chores" - including attendance at boards and conferences, and the meeting of certain official visitors incoming by air(12).

c. Delivering lectures to and conducting conferences with Reserves(all arms), National Guard, and important civic bodies on Air Corps subjects(13).

d. Keeping himself in flying training(if a pilot or observer) by flying regularly and frequently service type aircraft. He should as far as possible arrange his flying schedule so as to conform to the War Department training directive.

e. Piloting(if a pilot) of aircraft for the Commanding General and General Staff officers on inspections and other military activities(14).The Sixth Corps Area Commander and members of his staff used to accompany me on flights throughout the Corps Area and other parts of the country. In numerous cases a great saving in both time and

(11) Ra, 4; Lo, 1; Bal, 1.

(12) Mo, 3; Ra, 3.

(13) Ra, 3; Lin, 2.

(14) Ra, 3.

money can be effected by utilizing air transportation. In addition, it makes the commander and his staff appreciate more fully the powers and limitations of the Air Corps(15).

f. Collection and maintenance of data concerning commercial air activities, air facilities, aeroplane pilots and officials connected with commercial aviation.

A large number of commercial pilots and aeronautical engineers, for various reasons, do not belong to the Air Reserve. In case of war, flying field managers, class A mechanics, aeronautical engineers, and commercial pilots will be most valuable to the Air Corps. The air officer should keep a live file of the above, which can be secured with little difficulty, because available information concerning these men will facilitate mobilization and training.

In case of war it is probable that existing commercial landing fields and air bases will have to be utilized to the fullest extent. The air officer should keep a file containing complete data on all commercial flying fields and air bases in his Corps Area. In addition to the information supplied by the Aeronautical Bulletins published by the Department of Commerce, the Air officer should determine by personal inspection the suitability of the commercial fields and air bases for military training and operations(16).

3) Preparation of Air Corps Annexes to the Mobilization Plans-

The general directive for the preparation of mobilization plans is issued by the War Department. The present War Department policy reference the preparation of these plans might be defined as tending towards decentralization, placing the responsibility for the detailed preparation upon the Corps Area Commanders. The latter are not specifically concerned with industrial mobilization but with mobilization of man-power for conducting certain strategical and

(15) P. E.

(16) Lin, 1 and 2.

tactical operations. Under the direction of the Corps Area Commander G-1 or G-3, assisted by the special staff, prepares the mobilization plans and directives(17).

The air officer working in conjunction with G-1 or G-3, depending upon whom the responsibility is placed for making the mobilization plans, prepares the Air Corps annexes to the various mobilization plans. In order to be able to furnish suitable plans, the air officer should make a thorough study of the directives and conditions existing in the Corps Area. He should be able to make the Air Corps plans fit into the strategical and tactical operations contemplated under the various mobilization plans(18). The Annex should be flexible, should contain not only the things of paramount interest and importance but also details for putting the plans into operation. Supply and logistical details must be included, otherwise much valuable time will be consumed in working out these details at the time of mobilization. The air officer must be a man of vision, possessing the ability to project the plans into the future, ever bearing in mind the powers and limitations of the Air Corps(19).

4) Supply -

In the administration of the affairs of air units the air officer is interested particularly in the question of technical supply. In accordance with regulations, technical supply for air units is more or less automatic, but the Corps Area Commander is interested and is responsible for the necessary inspections to determine the adequacy of all supply and its efficient and economical use. It, therefore, is the duty of the air officer to observe these factors with respect to technical supply(20).

(17) P.E.

(18) Ra, 2; Lin, 1 and 2; Lo, 1; Mc, 1.

(19) P.E.

(20) Lin, 2; Hall, 2; B, 2.

Part of the work of the air officer in connection with supply matters will fall under office routine where it consists of checking papers on their way to and from Air Corps activities and the Materiel Division of the Air Corps, and checking Reports of Survey and I and I Reports to see that regulations and policies have been complied with. Requisitions, as a rule, cause little concern. At times, however, the Reports of Survey do, depending on the attitude of the local finance officer reference surveys on aircraft equipment damaged in flights. There will often be requisitions from Air Corps activities for Quartermaster, Ordnance, Chemical Warfare Service, Signal and other supplies which will be handled by some other proper staff officer in Corps Area Headquarters, but which should nevertheless receive the attention and recommendation of the air officer before final action is taken. It is the custom of the Fourth and Sixth Corps Areas for no staff officer to turn down any request from a station without first consulting the other officers of Corps Area Headquarters who may be interested(21).

At times it becomes necessary for the air officer to use his influence in obtaining supplies and technical equipment for Air Corps stations. Occasionally general policies reference supply will have to be diverged from in order to meet certain local emergency situations. The system of supply should be sufficiently flexible to meet unforeseen emergencies without seriously disrupting training at any one station(22).

Although the duties of a Corps Area air officer do not bring him to a great extent in contact with actual procurement or procurement planning matters, it is believed that he should make himself sufficiently familiar with the same to realize its importance and that without the supplies which the Materiel Division must procure, the

(21) Mo, 2; Ra, 2; P.E.

(22) P.E.

operating personnel will be useless(23).

5) Training -

General - "The Corps Area air officer is the technical adviser of the Corps Area Commander in the administration and training of air units under the Corps Area command. It therefore becomes his duty to supervise the preparation of training programs for each air command in accordance with Corps Area training directives, which are based upon the training directives issued by the War Department as set forth in regulations and instructions issued from time to time!

- - - - "The application of tactical principles to the air arm of the service varies in no manner from the application of these principles to the other arms. The air officer is therefore not essentially responsible for this factor. He will, however, note fundamental violations of tactical principles in the training of air units for the information of the Corps Area Commander's assistant chief-of-staff for training." The air officer is also directly interested in the mechanics of the application of tactical principles in the training of air units. The air arm of the service is so relatively new that its powers and limitations are not as generally well known to the other arms as they will be as time passes. It is therefore most important that in training air units tactical missions be not assigned them except after thorough coordination with their powers and limitations(24)."

Regular Army -

Special duties of the air officer:

He prepares the Air Corps part of the Corps Area annual training directive, checks the monthly training reports from Air Corps stations, and sees that the directive is being followed. He also prepares the Air Corps part of the instruction governing Corps Area maneuvers

(23) Fr, 2.

(24) Hall, 1 and 2.

and troop concentration(25).

With a view to securing effective training, he scrutinizes the training programs submitted by air commanders in accordance with the Corps Area training directive, and where such training programs deviate from the essential requirements of Corps Area and War Department directives, the air officer should be able to justify such deviations as being in the interest of efficient training, and to submit to the Corps Area Commander recommendations for changes in training directives so as to make more efficient training possible(26).

He makes periodic visits to Air Corps activities so as to thoroughly familiarize himself, by actual contact, with the training needs of such commands and with the progress made from time to time in training. He confers with field commanders on difficulties encountered and assists by proper action in overcoming them(27).

In conjunction with G-3 he makes out training programs for co-operative training with the ground units of the Corps Area. He confers with commander of ground stations to ascertain their desires and needs, and he coordinates air-ground training throughout the Corps Area(28).

In conjunction with G-2 he prepares the problem for the tactical inspection of air units by the Corps Area Commander. He co-operates with G-3 in the preparation and conduct of tactical inspections of ground units in so far as air-ground training is concerned, securing the necessary air units for the inspection. A live air officer and G-3 will utilize the Air Corps in all tactical inspections whether they be ground or air(29).

(25) Pa, 2; Mc, 1.

(26) Hall, 1.

(27) Ra, 2; Mc, 3; Hall, 1; Br. 2.

(28) Ra, 2; Mc, 2; L.H., 1 and 1; Br. 2.

(29) Ra, 2; Mc, 2.

The present War Department policy is that of not including Air Corps units in the R.O.T.C. of our colleges and universities. The exception to this policy is the case of Boston School of Technology where the Air Corps maintains an R.O.T.C. unit because of the high type of aeronautical engineer graduated by the school. The above policy was adopted due to the fact that the Air Reserve was being filled with an undue number of non-flying officers.

The system of cadet training now in force requires that each applicant for the ^{cadet} course shall have satisfactorily completed two years of study at a recognized college or university or the equivalent of the above. Graduates of the cadet course are commissioned Second Lieutenants, Air Reserve. The course is very popular and each year the Air Corps receives thousands of applicants for it. Most of the applicants accepted for training are college and university graduates. I believe the above policy is sound and that it should be adhered to. Under it, except for aeronautical engineers and for other specialists whose services are considered particularly desirable, only qualified pilots will be commissioned in the Air Reserve.

While air officer of the Sixth Corps Area, I found it very difficult for the War Department to close the air unit at the University of Illinois. The president of the university was a great believer in Air Corps R.O.T.C. training. He was an intimate friend of the President of the United States and of a large number of political leaders. He entertained the ambitious idea of establishing flying training at the university, which was impracticable and impossible without a tremendous outlay of federal funds. Due to his influence, however, the above Air Corps unit continued in spite of the desire and policy of the War Department to close it. When he retired as president of the university, the new president acceded to the desire of the War Department and abolished the unit.

In connection with the above case, I attended several

conferences, the principal participants generally being the Corps Area Commander, the president of the university, and the Chief of Staff of the Army. I rendered such counsel and advice as was called for.

Changes in political conditions and in heads of certain colleges and universities may bring the War Department face to face with the situation of again establishing Air Corps R.O.T.C. units at various colleges and universities. The air officer should keep well informed as to existing conditions and should be prepared to define the War Department policy and render such recommendations to the Corps Area Commander as may be appropriate.

R.O.T.C. affairs at Corps Area Headquarters are handled by a staff officer who is responsible to the Corps Area Commander. It is the duty of the air officer to cooperate with the above officer and render such advice and recommendations as are necessary.

The air officer should make the annual inspection of the R.O.T.C. unit. He should conduct the inspection with a view to determining: 1) The type of instruction rendered. 2) Violations, if any, of War Department policies and training directives. 3) The efficiency of the Air Corps unit. 4) The measures necessary to adopt for improvement of the unit.

It might be very desirable, at the Boston School of Technology, for the air officer to have an officer of outstanding engineering qualifications assist with the inspection(30).

Air Reserve

The training of the air reserve is of great importance and should receive at all times the most careful attention and supervision of the Corps Area air officer. The favorable outcome of a war may be determined by the availability of adequate, well-trained reserves(31).

(30) P.E.

(31) RA, 2.

The problem of reserve training may be different in the various Corps Areas throughout the country, yet the objectives to be attained will remain the same. A well defined policy of training should be promulgated and adhered to. Major changes in policy should be made only after a careful study and analysis of the situation , and only after being reasonably assured that a change is desirable(32).

1) Methods Employed in Handling Reserve Matters - There is at all Corps Area Headquarters an officer in charge of reserve affairs. This officer, in conjunction with the General and ~~the~~ Special Staff, is responsible for carrying out the policies of the Corps Area Commander and the War Department(33).

There are two general methods employed in the conduct of reserve affairs - Centralization of control, and decentralization of control. In the case of centralized control, Corps Area Headquarters retains practically all records, recommends promotions and makes all assignments. In cases of decentralization, the Corps Area is divided into districts or divisions, an officer being placed in charge of each district. The majority of the records are kept at district headquarters.

Each of the above systems has certain merits. In the case of centralized control, records are apt to be kept more accurately and less confusion is apt to occur because more efficient clerical personnel is usually found at Corps Area Headquarters. Decentralization, on the other hand, brings about closer cooperation and more personal contacts with the individual officers. In either case, the air officer must co-ordinate air reserve training.

Certain records of reserve officers are required to be kept at Corps Area Headquarters and these are maintained either by the Adjutant General's section or by the chiefs of service or by a combination of the two. I have seen each method employed and believe that better

(32) Lin, 3.

(33) Ra, 3.

results are obtained where the Adjutant General maintains all or nearly all records. There may be some records which, for the sake of convenience, it is better for the Chief of Service to keep.

Of course, the Chiefs of Service should have access to all records because it is only through personal knowledge of and through the record of individuals that proper recommendations for training, promotion, and assignment may be made. Especially is this true in the case of the Air Reserve where the flying qualifications of the pilot determine his qualifications for active duty training, assignment and promotion. In some instances, the physical outlay of Corps Area Headquarters will largely determine where the records will be maintained(34).

2) Instructors for the Air Reserve - The air officer should endeavor to have a suitable number of Regular Army officers on duty with the air reserve to efficiently handle administrative details and training. The above personnel should be carefully chosen and only officers of experience who have demonstrated tact and efficiency should be selected. These officers should be chosen from the graduates of the Air Corps Tactical School and if possible from graduates of the Command and General Staff School(35).

3) Location of Reserve Units and Assignment of Commanders Thereto - The great majority of air reserve officers live in cities. In most cases, therefore, it is desirable that a reserve unit be located in a city and its commanding officer be a resident of that city or its immediate vicinity. Assignment to command in accordance with rank will not work to the best advantage in all cases for peacetime training, because in many instances the ranking officer does not live near the unit headquarters, making it impossible for him to exercise the proper functions of command. The success of a unit will depend almost entirely upon its commander. In some cases, Regular Army

(34) Mc, 2; Lo, 2; Ra, 3; P.E.

(35) P.E.; Mu, 3.

officers are in command of reserve units. I believe it a better policy to place reserve officers in command and to have Regular Army officers as instructors. The paramount idea should be to train leaders and commanders. This reason alone seems sufficient to justify placing reserve officers in command(36).

4) Training Facilities - It is believed that a minimum of four places in each Corps Area should be designated for air reserve training. A reserve officer will not do much flying if he has to motor a hundred miles or more to a flying field and then, in many cases, find no equipment available for his use. Post commanders must be made to realize that a reserve officer depends upon his business for his livelihood, that flying is incidental and secondary to the work he is engaged in for a living. Reserve officers do more flying Saturdays and Sundays than at any other time. Post commanders should hold aircraft inspection some day early in the week, and if there is a day on which no planes will be available for reserve training the air officer should notify the air reserves accordingly. In the majority of cases, post commanders realize the importance of reserve training and will cooperate in every way possible. However, in a few isolated cases, post commanders have been at disagreement with the policy of the Corps Area Commander and War Department as to reserve training and have not cooperated to the fullest extent, especially in the matter of making aeroplanes available for reserves to fly. In the above cases, it is the duty of the Corps Area Commander to take such measures as are necessary to remedy the situation and the Air officer must see that the policy of the Corps Area Commander is enforced(37).

In some Corps Areas, certain fields are devoted exclusively to reserve training(38). The chief advantage here is that, since the planes are used exclusively by the reserves, no difficulty in obtaining

(36) P.E.; Mu, 1.

(37) P.E.

(38) Mu, 3.

a plane is experienced. The chief disadvantage is that the air equipment at most of the reserve fields is not as modern and up-to-date as that at Regular Army posts. Though at Regular Army posts the planes are often-times away on maneuvers or are being used by Regular Army personnel, this difficulty can be overcome by devoting a small number of planes exclusively to reserve training and by making additional planes available as conditions warrant. Service type aeroplanes should be available to those reserve officers qualified to fly them(39).

5) ~~Building~~ Building Up Morale Among Reserve Officers - There are several ways of building up the morale and increasing the efficiency of the air reserve other than by routine training. The regular army officer should treat the reserve officer as a brother in arms, not as an orphan(40). One or more days each year should be designated as Reserve Officers' Day at every regular army post. This day should be utilized in getting the Reserve and Regular Army officers better acquainted and in demonstration flying sufficient to show the combat efficiency of the reserve and regular army flyers. There was a Reserve Officers' Day at Selfridge Field each year I was Air Officer of the Sixth Corps Area. On this day there was a short demonstration by the regular army personnel, tactical flying by reserve personnel, and then a reception or dance at the Officers' Club. The advantages of such a day are apparent and are beneficial to both reserve and regular army personnel(41).

6) Reserve Training may properly be divided into two phases: Inactive duty training and active duty training.

a. Inactive Duty Training -

Ground training - Few air reserve officers receive any ground training during the period of inactive duty training except through attendance at school courses, which are prescribed by the War

(39) P. E.

(40) Mu, 3.

(41) P. E.

Department. One of the chief faults I found with these courses was that, in many cases, texts were three or four years behind the times. Some of the school work is technical. Changes in technical equipment often bring about changes in method of employment of the Air Corps, especially in the employment of the Air Force. I realize the expense and vast amount of labor required to keep texts absolutely up- to-date. However, I believe it possible , with little expense and little work, to make the major changes as they occur. In the majority of cases, the texts can be republished every five years(42).

Method of Conducting Schools - Sometimes the Regular Army instructor takes it upon himself to conduct practically all instruction. Many Reserve officers are well qualified to instruct in certain subjects and much greater interest will be shown when their services are utilized to the fullest extent. For a period of five years an air reserve officer conducted a weekly school for the air reserve in Detroit, Michigan. The attendance was very high and the type of instruction and leadership exhibited was excellent. When responsibility is given the reserve officer much better results are obtained(43).

Training in Solving Strategical and Tactical Problems - Greater emphasis should be placed on the solving of problems involving the strategical and tactical employment of the Air Force. Few air reserve officers have the opportunity of attending the Special Course for Reserve and National Guard officers at the Command and General Staff School. No provision has been made for Air Reserve officers to attend the Air Corps Tactical School. This leaves the matter of higher training largely up to the air officer, as few of the regular army officers on duty with the air reserve are properly qualified to conduct such training. During the past three years the Staff of the Sixth Corps Area, under the direction of its Commanding General, Major General Frank Parker, has worked up a

(42) P.E.

(43) P.E.

series of problems involving the employment of large units(Corps, Army, Groups of Armies, and GHQ Aviation). The air reserve officers are eager for this training and, in connection with work on these problems, it is possible for the air officer to impart very valuable instruction in the technique of writing combat orders and in the tactical and strategical employment of the Air Corps(44).

Air reserve officers should be encouraged to take courses in other branches of the service, especially in the Infantry, Artillery, Cavalry, and Antiaircraft. Many air reserves have a very biased opinion as to the powers and limitations of the Air Corps and know too little concerning the powers and limitations of other arms of the service(45).

Training in Administration and Supply - The training of air reserves in Administration and Supply has been almost negligible. The subject is dry, and to most reserve officers, an uninteresting one. It is also a subject about which many instructors on duty with the reserves know very little. Measures should be adopted whereby more effective training in the above subjects may be had or else we are apt to find the air reserve filled with officers efficient in the performance of tactical missions but very inefficient in handling administrative matters. The above situation can be remedied by devoting a short time to systematic instruction in Supply and Administration each time a reserve officer visits a field for flying training(46).

Flying Training - I am not prepared to say that flying training is the most important phase of inactive duty training. (Training in administration and supply and in other ground duties is very important.) However, our chief concern in case of another war, especially in the early stages of the war, will be an adequate number of well trained combat aviators. Unless the air officer supervises fly-

(44) P.E.

(45) P.E.

(46) Fr, 1; P.E.

flying training very carefully, he is quite apt to have the air reserve burdened with non-flying personnel. Due to the limitations imposed by the procurement objective, the air reserve in time of peace should be composed almost entirely of fliers. Engineers and other specialists whose services are indispensable should be the only non-flyers commissioned in the air reserve. Air transport pilots, air mail pilots, pilots engaged as flying instructors, pilots engaged in regular commercial flying of any nature and all graduates of the Air Corps Training Center should be encouraged to belong to the Air Reserve or the National Guard. Few of the above type pilots will attend the training camps during the period of active duty training, because, in the majority of cases, they wish to use their vacation for a rest or change of environment. However, these men do like to fly military aircraft at frequent intervals throughout the year and, due to their continuous flying, can with a small amount of practice with military aircraft maintain their efficiency as military aviators(47).

Experience has proved that a minimum of four hours flying per month is required of the average pilot to maintain even a moderate degree of efficiency. Due to forced economy in the service, sufficient funds have not been made available for an adequate number of flying hours for the Reserves. To spend several thousand dollars in the training of a pilot and then not provide means for maintaining that pilot's efficiency is false governmental economy. Under the present policy, all active duty training and most inactive duty training is confined to Group 1 pilots(pilots who are proficient in flying all types of military aircraft). Economy has forced the above policy. Due to the small amount of flying hours for Reserve training, many Group 1 pilots will soon be placed in Group 2, and before long lost to the service as combat aviators. The above situation must be remedied as soon as economic conditions will permit(48).

(47) P.E.

(48) P.E.; Mu, 3; Mo, 3 and 4.

Type of Flying Desired During the Period of Inactive Duty Training - During the period of inactive duty training , there should be a minimum amount of miscellaneous flying. In all possible cases tactical missions should be assigned. Post commanders should use properly qualified Reserve officers in conjunction with Regular Army officers in performance of tactical missions and formation flying. Reserve personnel and planes can be utilized in connection with dedication of airports and other functions that have a military significance. In this way, not only will the formation and cross-country flying be very beneficial to the pilots but at the same time a great contribution will be made towards insuring success to the civil functions(49).

b. Active Duty Training -

The 14 day period of active duty at present is devoted almost exclusively to training of Group 1 pilots. A minimum of fifteen hours flying should be available for each officer during the active duty period, and twice the above amount can be used to great advantage. A minimum of three-fourths of the flying should be devoted to performing tactical missions. During the active duty period sufficient planes should be concentrated at the camp to accomplish the required flying. In many cases this will necessitate the procuring of planes outside the Corps Area(50).

During the Reserve camps the training of the Reserves should be paramount, and all other post activities should be subordinated to Reserve training. All Regular Army personnel and equipment should be utilized to the fullest extent(51).

Unit training in a large number of cases is impracticable. It is not possible for all the officers of a unit to attend camp at the same time. Many Reserve officers of the various Corps Areas are assigned to the 8th Corps Area Service Command. The Commander of the

(49) Mu, 2 and 3.

(50) P.E.

(51) Mu, 2.

Corps Area to which these officers belong is responsible for their peace time training. The formation of provisional units for the period of active duty training has proved very satisfactory in the 6th and 8th Corps Areas. Wherever practicable, unit training should be adhered to(52).

Flying training both individual and as a unit should be paramount during the active duty period, but ground instruction in administration, mobilization, methods of training and tactics and technique of the various arms is of great importance. As much instruction as time will permit should be given in the above subjects, especially in tactics and technique of the Air Corps(53).

The Air Officer should pay special attention to the program of training. The program should be flexible and well balanced and should be as broad in scope as possible. The Air Officer should visit each camp once or twice to make sure that the training is being properly conducted, to form a closer relationship with the Reserve officers, and to obtain first-hand information upon which to base future plans(54).

7) Conclusions as to Desirable Policies for the Air Officer to Adopt Reference the Air Reserve -

a. Securing Regular Army instructors who are energetic, intelligent, tactful, efficient and who have graduated from the Air Corps Tactical School(55).

b. Obtaining a larger number of flying hours, and adequate planes and technical equipment for active and inactive duty training(56).

c. Devoting the majority of flying hours to tactical missions and, wherever possible, utilizing Reserve officers in the performance of co-operative missions with other arms of the service(57).

d. Being ever watchful to see that qualified commercial

(52) P.E.; Lo, 1.

(53) P.E.

(54) P.E.; Ra, 2.

(55) P.E.; Mu, 5.

(56) Mo, 3 and 4; Mu, 3.

(57) P. E.; Mu, 2 and 5.

pilots and all graduates of the Air Corps Training Center are members either of the Air Reserve or the National Guard(58).

e. Keeping a constant, unceasing, close, personal touch with Reserve officers(59).

National Guard -----

The Air Officer has very little control over National Guard matters. The officer in charge of National Guard affairs handles all matters of training and general policy, co-ordinating with the Air Officer such of these as he considers proper. The latter can be of best service to the National Guard air units by displaying a sympathetic interest in their welfare without attempting to interfere(60). It is desirable that he visit the National Guard fields occasionally and become acquainted with the Air Corps instructors, unit commanders and as many other National Guard officers as possible. Proper personal contact having been established, the Air Officer is able to advise not only upon request but to drop occasional very useful hints without request. An Air Officer who is well qualified in his duties and who has formed the proper relationship with the National Guard will find them seeking his help and advice and often through this means will in an unofficial capacity accomplish a very difficult task that might stir up resentment if attempted in a different manner(61).

The Air Officer should conduct the annual armory and tactical field inspections of the air unit of the National Guard, always bearing in mind that his duties are not just that of a critic judging ~~judging~~ the efficiency of the unit but also that of an assistant devising and putting into ~~late~~ effect means and methods for attaining and maintaining a high degree of proficiency(62). If he has any adverse criticism

(58) Fr, 1.

(59) Lin, 2; Bal, 1; Mu, 3.

(60) Ra, 3; Lo, 1; Mc, 2.

(61) Ra, 3; Lin, 1.

(62) Lin, 2; Mc, 2 and 3.

in mind he should convey it to the officer in charge of National Guard affairs and not to National Guard officers or Regular Army instructors. The Air Officer should bear in mind that the National Guard (by law and regulation) has two "bosses"-- the state and Militia Bureau. No matters, except those pertaining to the proper use of government air equipment, should concern him unless his advice be asked in such matters by the officer in charge of National Guard affairs(63).

The Air Officer and officer in charge of National Guard affairs should consult each other often, should co-operate to the fullest extent, always adhering to the policies promulgated by the Militia Bureau reference the training and functions of the Air Corps of the National Guard.

In the Sixth Corps Area the Reserve, National Guard, and Regular Army work as a unit in matters pertaining to training. The Commanding General of the Corps Area has secured the consent of the Governors of the various states to let him be the directing head of National Guard training. This plan is working with tremendous success and the Corps Area Commander, through his Air Officer, is able to give very valuable instruction and training in the operation of large units. The above plan brings the National Guard, Reserve, and Regular Army closer together, promotes good fellowship and the idea of one army with one directing head. In the operation of the above plan the Corps Area Commander is forced to depend upon his Air Officer to handle all air matters, and success depends upon the tact, resourcefulness, and energy of the Air Officer who must be ever watchful to adhere to policies enunciated by the Militia Bureau which are essentially the same as those promulgated by the War Department for the Air Corps of the Regular Army(64).

(63) Ra, 3.

(64) P.E.

111. CONCLUSIONS OF THE AUTHOR AS TO THE QUALIFICATIONS
AND DUTIES OF A CORPS AREA AIR OFFICER -

1. Qualifications -

A Corps Area Air Officer must be energetic, tactful, and a man of marked ability. He must be familiar with the powers and limitations of the Air Corps, thoroughly understanding the basic principles that guide its employment in tactical and strategical operations. He must be a man of vision, and should possess full and absolute loyalty to his Commander.

2. Duties -

a. A Corps Area Air Officer is a member of the Special Staff of the Corps Area Commander and, as such, he is the technical and tactical adviser of the Corps Area Commander in all matters pertaining to his arm of the service.

b. An Air Officer must be familiar with War Department Orders, Training Regulations, and Directives concerning Air Corps supply and training. He must see that the part of the Corps Area Training Directive relating to the Air Corps conforms to the ^{general} policies enunciated by the War Department. He must scrutinize Air Corps training programs to see that they conform to the Corps Area Directive.

c. An Air Officer must prepare the Air Corps Annex to the Corps Area Mobilization Plans.

d. He must prepare detailed plans for air-ground training throughout the Corps Area.

e. He must understand thoroughly the policies of the Corps Area Commander and must see that these policies, so far as the Air Corps is concerned, are enforced.

REFERENCE ABBREVIATIONS

1. A.R. - ARMY REGULATIONS NO. 93-5.
2. F.M. - STAFF OFFICERS' FIELD MANUAL.
3. Lin - RUSH B. LINCOLN, LT.COLONEL, AIR CORPS.
4. Bal - RICHARD H. BALLARD, CAPTAIN, AIR CORPS.
5. Pa - IRA A. RADER, MAJOR, AIR CORPS.
6. Mu - H.C.KRESS MUHLENBERG, LT.COLONEL, AIR CORPS.
7. Lo - IRA LONGANECKER, LT.COLONEL, AIR CORPS.
8. Mc - LAWRENCE W. MCINTOSH, LT.COLONEL, AIR CORPS.
9. Fr - IRA F. FRAVEL, COLONEL, AIR CORPS.
10. Hall - CHALMERS G. HALL, COLONEL, AIR CORPS.
11. Br - GERALD C. BRANT, LT.COLONEL, AIR CORPS.
12. P.E. - "PERSONAL EXPERIENCE"

KEY: (Lin, 3) = NO.3 (above), page 3.

DUTIES OF A CORPS AREA AIR OFFICER

By

**Lt. Colonel Rush B. Lincoln,
Air Corps.**

HEADQUARTERS FIRST CORPS AREA
Office of the Corps Area Air Officer

Army Base, Boston, Mass
December 6, 1932.

DUTIES OF A CORPS AREA AIR OFFICER

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Personally I have found that I have been able to accomplish a great deal with the various National Guard and Reserve officers through the personal contacts which I am continually making and through showing a personal interest in their problems and being willing to advise with them upon request and dropping occasional hints even without request. This has resulted in their taking questions up with me prior to putting in official communications and in a number of instances I have been able to show them the error of their ways and to avoid communications being sent in which might have stirred up some resentment along the line, and as you know it is much easier to talk over such controversial questions in person than it is to carry on correspondence with regard to them.

This Corps Area not having the Regular Army units within its boundaries has changed the nature of my duties somewhat and yet I feel that in order that the Air Officer may properly supervise the work of Air troops within the Corps Area it is essential that he have adequate rank so as to assure his proper reception upon visiting of the Air Fields as if he had some rank of his own, it is much easier for him to criticize and assist in the name of the Commanding General than if he is attempting to do it as a junior officer.

The Air Officer, the same as any Staff Officer, must endeavor to be on friendly terms with all the other Staff Officers with whom he associates and should be ever ready to listen to their viewpoints and so adjust his so as to insure friendly cooperation and maximum results. I have found in my experience in this Corps Area that all of the Staff Officers are very willing to accept the Air Corps viewpoint and to do the thing in the way we may indicate as being best whenever it will result in assisting them in their work.

I believe that through the work at the various schools and the contacts which are being made through the training season that the spirit of cooperation between arms and branches is growing better every day.

Every Corps Area has a Mobilization Plan based upon the peculiar situation within that Corps Area and the Air Corps plan is especially difficult of solution in that no Corps Area has its quota of flying officers, and although not so included in present plans, I believe that the ultimate solution will be to make a greater use of existing commercial fields for the purpose of giving primary training to candidates prior to sending them to the Air Corps fields for their military training as only in this manner will we have sufficient equipment and personnel available to start immediate functioning in time of emergency. However, you know this is simply expressing a personal opinion on my part, and has not yet been adopted by the Air Corps.

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The first duty of a Corps Area Air Officer upon assignment as such should be to visit every landing field (both military and commercial) for the purpose of familiarizing himself with their location, size, condition and the nature of the installations thereon with a view to first hand information as to the use which might be made of them under various emergencies.

The Air Officer should keep in close touch with G-3 concerning the

training of the various branches and services within the Corps Area in order to advise and cooperate with him in assigning air units for the purpose of performing cooperative missions in connection with training of the other branches as well as assuring cooperation of the other branches in the essential training of the air units.

It is especially necessary for the Air Officer to determine which air fields will be used as bases for the purpose of performing the cooperative missions desired by the other arms and services and to see that the necessary supplies in the way of gasoline and oil are available at that field, especially, when it is garrisoned by a regular air unit.

Should keep close touch with the air units to insure that their training to date has been such as will permit the personnel to perform the cooperative missions desired and that the air unit has the necessary radio, photographic, towing and other equipment which may be required in performing the missions assigned.

Every effort should be made to see that the Air Corps is used as much as possible in connection with the various maneuvers which may be held within the Corps Area, and during maneuvers every effort should be made to give field officers of other branches of the service aerial experience during the maneuvers when such missions will not interfere with the conduct of their own exercises.

All mobilization plans should be kept up to date with respect to air annexes and appropriate recommendations be made for departure from the War Department procedure when the peculiar conditions within the Corps Area may indicate such action being necessary.

In the First Corps Area, having no regular air unit assigned to the Corps Area, it is necessary to obtain the personnel from the Second Corps Area and this calls for very close cooperation and planning many months in advance in order to assure the Second Corps Area of adequate time in which to coordinate the missions of this and other Corps Areas in such a manner as not to interfere with the tactical training of the units assigned to the Second Corps Area.

The Air Officer should keep in close touch with the Reserve officers and the personnel at the Reserve flying fields so as to be familiar with their problems; so as to be able to know the personnel and their particular qualifications. To assist in directing their thoughts along the desired lines and to forestall any action on the part of the reserves which might be injurious both to themselves and to the Regular Army through requesting and using political influence in order to bring about things which might seem desirable from an individual viewpoint, but which might result in chaos and trouble for the cause of National Defense when all the arms and services are considered as a team.

The Air Officer, as is the case with other Staff officers and officers of the Army in general, should take advantage of every occasion to speak before various organizations such as reserve units, whether Air Corps or others, men's organizations, business, church, etc., civilian flying clubs and all others interested in National Defense and desiring a better knowledge of the Air Corps in its relation thereto.

The Air Officer should make frequent visits to all National Guard Air Units and if possible it should be arranged that he may make camp inspections of these units; such inspections being of long enough duration that he may become personally acquainted with the members of the squadrons; qualifications of the individuals; the problems which may be peculiar to that particular organization so that as a result of all this he may be in a position to advise the Commanding Officer of the unit and the Regular Army instructor thereof in such a way as to assure adequate training and advancement in the efficiency of such units.

Procedure varies in different Corps Areas as to the conduct of the work in connection with the Organized Reserves, but the Air Officer should either directly or through supervising the work of the officer detailed to that work, keep in close touch with all work in connection with securing and assigning personnel; the conduct of their correspondence courses; securing of lecturers for the various reserve meetings and the outlining of the training programs with respect to the flying to be given the individual reserve officers during their inactive training at the various reserve or regular airdromes.

The Air Officer should keep in close touch with the work of the flying cadet boards. See that every effort is made to so examine the candidate as to assure the securing of the best type of personnel and to avoid sending to the training center any doubtful cases where, although, mentally and physically qualified, the applicant would seem to lack those characteristics so essential in an officer.

In addition to the above there is the usual correspondence carried on by any officer and which does not involve anything peculiar to the Air Corps.

Signed: RUSH B. LINCOLN,
Lt. Colonel, Air Corps,
Corps Area Air Officer,
1st Corps Area.

A TRUE COPY:



DUTIES OF A CORPS AREA AIR OFFICER

By

**Captain Richard H. Ballard,
Air Corps.**

HEADQUARTERS THIRD CORPS AREA
UNITED STATES ARMY
Baltimore, Maryland.

January 16, 1933.

DUTIES OF A CORPS AREA AIR OFFICER.

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As you know, these jobs are just what you make them. One can go along and do nothing except handle the routine paper work or he can get out and make contact and do a lot of work.

My first year here I did get out a great deal. About ninety per cent of my work has been with Reserve Officers. There had been no contact made with Reserve officers for several years in this Corps Area. I started out and visited the centers of population and arranged for meetings in Richmond, Washington and Philadelphia. Had some success in getting them together. I found out that all they wanted to do was to fly. They wanted planes and hours allotted to them. Well, on the other hand I found it impossible to get planes and hours for them. It soon became an old story of promising to help them and then not being able to get what they wanted. So I gradually let my interest drop.

One unit in Washington has kept up attendance at regular monthly meetings and this year they are meeting twice a month. They have the advantage of flying from Bolling Field.

I find that each Corps Area Air Officer practically lays down his own rules for training and grouping of Reserve officers. I believe there should be a standard set by the Chief's office for training as well as grouping of Reserve officers. In that way we would all be working along the same line instead of separately. I have visited the Air Officers of the First and Second Corps Areas and find that we are far apart in our general duties.

My work with the National Guard in this Corps Area is practically nothing. I inspected them last year. This year due to economy they inspect their own units, so I will have nothing to do with them.

My duties with the Regular Army have been to keep in close touch with them. To understand their problems and explain them to the Corps Area Staff officers in such a way as to help the station commanders get what they need. As Langley Field is the only field under Corps Area command, I make frequent trips down there in order to keep in contact with what is going on.

In regard to the general mobilization plans I keep a list of our authorized strength allotment and our present strength. By keeping in close contact with all of my Reserve units I hope to be able to fill up our units, especially the upper grades, to the authorized strength in case of general mobilization. I believe there will be no difficulty in filling the lower grades at any time.

In my spare time, if it may be considered spare time, I fly around to my Reserve units getting personally acquainted with the Reserve officers and the local conditions existing there, also visiting Staff officers in Headquarters. In this way I give them information in regard to the Air Corps as well as gaining information in their special line. I also am keeping in mind special Air defense tactics for the Corps Area.

I do not know that any of this will be of much use to you. I have not written it in any form for you to use but think you may extract whatever there may be of value. My main idea is that the Air Officers should get together for a conference at least once a year so as to coordinate their work and secondly that there should be a general training program put out by the Chief's office along with certain guides as to qualification for groupings.

Signed: Richard H. Ballard,
Captain, Air Corps.

A True Copy:

DUTIES OF A CORPS AREA AIR OFFICER

By

**Major Ira A. Rader,
Air Corps.**

HEADQUARTERS FOURTH CORPS AREA
Office of the Air Officer
Fort McPherson, Atlanta, Georgia.

January 4, 1933.

DUTIES OF A CORPS AREA AIR OFFICER.

The duties of a Corps Area Air Officer are defined in a general way in Army Regulations and Orders. These, however, can go no further than to lay down the general guiding principles. If the duties of this officer, or of any other staff officer for that matter, could be stated definitely, it would be evident to anyone that the duties were purely routine. There are ~~of~~ certain routine duties connected with this office but they are of minor importance.

The Air Officer is a member of the Special Staff of the Corps Area Commander. Like all other staff officers coming in this class, he is the technical adviser to the Corps Area Commander (and his general staff) on all matters pertaining to his branch. In addition, it is his duty to prepare the detailed plans for carrying into effect the general policies of the Commander in so far as they pertain to his particular branch.

The following implies a number of tasks among which may be mentioned:

1. He should keep up-to-date on all matters pertaining to his branch (equipment - tactics - Training doctrines, etc.).
2. He should keep informed of the conditions existing at all Air Corps Activities under the jurisdiction of his Commander. (This includes the National Guard and Reserve Air Activities).
3. He should keep generally informed on what other staff officers at his headquarters are doing so as to be prepared to fit the Air Corps plans into theirs.
4. He should be constantly on the lookout for improvement in methods of training and operation of Air Corps units in his Corps Area, and bring these to the attention of the proper staff officer.

Other tasks than those mentioned will suggest themselves naturally to him. In carrying out these tasks he should always bear in mind that he is a staff officer and not a direct commander. He suggests orders but does not issue them in his own name. He advises, assists, encourages (and perhaps warns) Air Corps unit commanders according to the circumstances but he should not attempt to issue direct orders. Particularly is the foregoing true where the Air Corps Commander is senior to him (the Air Officer). Where the Air Corps activity in question is part of a post under the command of an officer of another branch, the Air Officer should be very particular to consult the latter on all matters of policy before taking them up with his subordinates.

The general duties mentioned up to this point might well apply to any special staff officer as well as to the Air Officer.

The specific duties of the Air Officer may be divided into four general classifications according to nature, i. e., Office Routine, Supply, Training and Miscellaneous.

OFFICE ROUTINE

Office Routine includes all those duties pertaining to the administration of the office. Under this may be mentioned - keeping of proper records, preparing transmittal indorsements, checking on routine reports from Air activities and answering letters of inquiry from civilians pertaining to Air Corps matters.

SUPPLY

Supply duties include the handling of matters pertaining to technical Air Corps supplies. A large part of this work will properly fall under "Office Routine" where it consists merely in checking and transmitting papers on their way to and from Air Corps activities and the Materiel Division of the Air Corps, and checking Reports of Survey and I & I Reports to see that regulations and policies have been complied with. In addition there will often be requisitions from Air Corps activities for Quartermaster, Ordnance, Chemical Warfare Service, Signal and other supplies which will be handled by some other proper staff officer in Corps Area Headquarters but which should nevertheless receive the attention and recommendation of the Air Officer before final action is taken. The custom at this headquarters is for no staff officer to turn down any request from a station without first consulting the other officers at Headquarters who may be interested. As an example a requisition for B&Q funds from an Air Corps station comes to the Quartermaster. Now suppose that for some reason the Quartermaster desires to disapprove the requisition in whole or in part. The Quartermaster then consults the Air Officer and gets his recommendations. If the Quartermaster desired to approve the requisition he might or might not refer it to the Air Officer, depending on its importance. This works both ways of course.

TRAINING

Training duties include all those pertaining to the training of all Air Corps units under the Corps Area Commander's jurisdiction embracing the Regular Army, National Guard and Organized Reserves. In addition it includes Air Corps cooperation in the training of other branches of the Army. Some specific duties that might be mentioned under this heading are:

DIRECTIVE

1. Prepares the Air Corps part of the Corps Annual Training Directive, and checks the Monthly Training Reports and sees that the Directive is being followed. Also prepares the Air Corps part of instructions governing Corps Area Maneuvers and Troop Concentration.

VISITS

2. Makes periodic visits to Air Corps Activities so as to become familiar with the local conditions, the conduct of the training and the state of equipment.

ADVICE

3. Confers with field commanders on difficulties encountered and assists by proper action in overcoming them.

COOPERATIVE MISSIONS

4. Obtains from G-3 or other interested officers at Corps Area Headquarters the needs of other branches regarding Air Corps cooperation in their training and makes provisions for meeting those needs. Suggests to G-3 or other proper officers such Air cooperation as he thinks proper. Makes occasional visits to posts where Air-cooperation will be needed and confers with Commanding Officer.

TRAINING CAMPS

5. Makes visits to and exercises general supervision over the Air Corps Reserve 14-dat training camps.

RESERVE FLYING

6. Makes allotment of flying hours to various fields for inactive reserve flying.

7. Makes recommendations to Officer in Charge of Organized Reserves regarding general policy in training Air Reserve Officers.

RECOMMENDS names of Reserve Officers for 14-day training period.

8. Passes on recommendations for promotion, reclassification and appointment in Air-Reserve.

9. Gives technical advice to the Officer in Charge of National Guard Affairs regarding the training and operation of National Guard Air units.

In handling Reserve Corps matters the Air Officer, theoretically has no direct jurisdiction, this belonging to the Officer in Charge of Organized Reserves (A Corps Area staff officer). Practically, the Air Officer exercises considerable control over the general policy. All matters pertaining to the training of Air Reserves usually come direct to the Air Officer. He handles these matters and coordinates them with the O.I.C.O.R. Matters pertaining to appointment, examination, promotion and the like are handled by the O.I.C.O.R. and coordinated with the Air Officer. This is local policy at this headquarters but it works out very well.

In National Guard matters the Air Officer has very little direct control. The Officer in Charge of National Guard Affairs handles all matters of training and general policy coordinating with the Air Officer such of these as he considers proper. The latter can be of best service to the National Guard Air Units by a display of sympathetic interest in their welfare without any attempt to interfere. It is desirable that he visit the National Guard fields occasionally and become acquainted with the Air Corps Instructors and the National Guard Unit Commanders. Any adverse criticisms he may have in mind he should convey to the Officer in Charge of National Guard Affairs and not to National Guard Officers or the Regular Army Instructors. The Air Officer should bear in mind that the National Guard (by law and regulations) has two "bosses" - the State and the Militia Bureau. Any matter that does not pertain to the proper use of Government Air equipment should not concern him, unless his advice be asked in such matters by the Officer in Charge of National Guard Affairs. This rule should be stressed here because violation of it might be the source of considerable trouble.

Under the heading of Miscellaneous Duties come a great many tasks that cannot be specifically classified but which, nevertheless, are important. Some of these that may be mentioned are:

1. Air liaison duties.
2. Headquarters "chores" - boards, conferences, correcting Army Extension Courses papers, meeting visitors coming by air, etc.
3. Making talks to Reserves, National Guard Officers and other bodies on Air Corps subjects.
4. Keeping himself in flying practice by regularly and frequently flying service airplanes. He should, as far as practicable, arrange his flying schedule so as to conform to the War Department Training Directive.
5. Piloting aircraft for the Commanding General and General Staff Officers on inspection of Air Corps and other activities in the Corps Area.

Other duties of a miscellaneous nature will suggest themselves to the Air Officer from time to time.

Air Liaison duties require some explanation. The term as used here applies to all those duties of the Air Officer where he acts as a "go-between" for Corps Area Headquarters and Air Corps activities. For example, the Air Officer can assist the field commander in getting action at Corps Headquarters on a matter by seeing the staff officer handling it. This does not mean, however, that the Air Officer is to assist a Commanding Officer in getting something to which the latter is not properly entitled. He must not forget that he represents first and foremost his Corps Area Commander, and must always assist in every way the execution of the latter's policies. Another example of liaison work has to do with matters between the Corps Area Headquarters and Air Corps exempted stations. All of such duties are not difficult provided tact and reasonable good judgment are displayed.

CONCLUSION

The foregoing explains the general duties of an Air Officer as indicated by the experience of one particular officer on this duty. No attempt has been made to enumerate all of the various detailed tasks that he may be called upon to do. Furthermore, it is realized that a staff officer's methods must follow the particular methods of his particular Commanding General. It is hoped, however, that the principals stated and the examples given will indicate the general duties and methods which will apply to this office in any Corps Area Headquarters.

Signed: IRA A. RADER,
Major, Air Corps,
Air Officer.

A TRUE COPY:



DUTIES OF A CORPS AREA AIR OFFICER

By

**Lt., Col., H. C. Kress Kuhlberg,
Air Corps.**

HEADQUARTERS FIFTH CORPS AREA
Office of The Corps Area Air Officer
Fort Hayes, Columbus, Ohio.

December 15, 1932.

DUTIES OF A CORPS AREA AIR OFFICER.

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Up until the reorganization of the Corps Area into State Military Areas month before last, I was commanding officer of the Air Corps Reserve units of the 5th Corps Area. At that time a State Military Area Commander was appointed for each State and the reserve officers residing in the State were assigned to him, Air Corps Reserve officers being transferred from my command to that of the State Military Commander.

While never directly in command of the four flying fields in the Corps Area, all of which were devoted exclusively to reserve flying, my advice as Air Officer of the Corps Area has usually been accepted practically as an order by the fields. The tendency of the present Chief of Staff of the Corps Area is to favor direct command of those fields by the Corps Area Air Officer, but he has compromised by making me responsible for the tactical training of the reserve officers at the fields and holds me responsible for what goes on at the fields.

On W day, the following reserve organizations are to be called to colors in this Corps Area (under the 1930 plan):-

414th Pursuit Squadron -	Cleveland, O.
415th " "	- Toledo, O.
416th " "	- Columbus, O.
308th Observation Sqdn.-	Columbus, O.
309th " "	- Indianapolis, Ind.
325th " "	- Louisville, Ky.
359th " "	- Cincinnati, O.
864th " "	- Akron, O.
485th Bombardment Sqdn.-	Dayton, O.

Only the reasonably important organizations are listed above (we call them procurement objective organizations), the smaller ones, such as communication sections, photo sections, etc., being omitted. You will note that these organizations are given home stations. It is the policy to locate, usually, only one squadron in the city and to assign to it a resident commanding officer with all Air Corps reserve officers residing in the city and vicinity assigned or attached to the organization for training. With this system, if the commanding officer is at all interested, he can arouse a maximum amount of interest on the part of the reserve officers. It has worked out fairly well at most of the cities and has worked out splendidly at Cleveland and Louisville. The greater amount of interest in these two last named cities is due entirely to the personality of the Commanding Officer at Cleveland and due mostly to the personality and work of the Commanding Officer of the Squadron at Louisville and to the Commanding Officer of the reserve field - Captain W.W. Welsh, Air Corps.

During the years 1929 and 1930, reserve flying was at a pretty low ebb, due to the type of equipment we had - one service type observation plane and three to five primary flying types. I made no attempt to materially change conditions during this period. It was perfectly hopeless. In 1931 we were allotted three service type planes at each field and my interest and that of the Reserve officers began to increase. We did a little liaison work with the reserves for regular army maneuvers at Camp Knox in the Spring of 1931 and attempted one or two concentrations of planes for formation flying during the summer. We didn't have much success along this

line because the allotment table was not completely filled that year.

In the Spring of 1932 we received a full compliment of three to four service types and one to three primary type planes for each reserve field. I wrote a Close Order Aerial Drill Regulation and concentrated all planes of the Corps Area several times at each of the reserve fields and at various cities of the Corps Area during the summer. We had formations at these concentrations of nine to twelve planes and at one concentration, at Evansville, Indiana, we had, thru the cooperation of the National Guard squadrons of the Corps Area, formation of twenty one planes.

In addition to the advantages we had in 1932 of operating with proper equipment, we had another advantage in the shape of a sprinkling of graduates of the flying training school. These graduates are, of course, the tower of strength in the reserve organizations.

My office has attempted to keep in the closest possible touch with the reserve officers of the Corps Area throughout the year. This has been interrupted, somewhat, recently by the transfer of all Air Corps Reserve Records from my office to the office of the State Military Area Commander. It is believed, however, that some of these records will inevitably be returned to the Air Officers' office, as so many of them are Air Corps records, separate and distinct from the routine reserve corps records.

I should have mentioned the fact that the squadrons constituting the procurement objective, i.e., the organizations which will be called to colors on M day, are all to be shipped out of the Corps Area to the Eighth Corps Area as soon as they are mobilized. Anything I say about mobilization is based on the 1930 plan and not on the 1932 plan which is still in the process of settlement.

It would perhaps be well again to bring out the difference between my position prior to 1932 and since that time. Before this change which marked the transition to the State Military Areas, I was Commanding Officer of the Reserve organizations, but not of the reserve fields. Since that time I have no longer been in command of the reserve organizations, but I am, to all intents and purposes, in command, tactically, of the fields - tactically, not administratively. That situation is the wish of the Chief of Staff, or at least almost according to his wishes, and is the direct result of my activities. tactically in tactically concentrating the reserves last summer.

Whenever any city of the Corps Area desired an aerial demonstration last summer, I concentrated the reserve planes for training flight at that city and the results have certainly been worth the trouble. We can stage, on short notice, anything from three to twenty one ship formations that even the Regular Army organizations couldn't afford to sneer at.

During the Reserve camp at Schoen Field last August we had 35 planes and 72 pilots on active duty. Contrary to past custom of sending our reserve officers to Selfridge Field (6th Corps Area) for training, we decided to do it ourselves this year in our own Corps Area. While there were many little difficulties encountered in locating the camp at Schoen Field, we had a fine camp of one Group, with a reserve lieutenant colonel in direct command of the Group, and myself and four reserve field commanders running the administrative details of the camp. The advantages that this Corps Area has, in being able to concentrate exclusively on reserve activities, was brought out quite forcibly at summer camp with the entire personnel of the Corps Area concerned with flying of the reserve officers all on duty at the camp and throughout its duration. I think it would be ascertained that personal touch between reserve officers and all Regular Army officers having anything to do with their flying or training is closer in this Corps Area, from the Air Officer down,

than probably in any other Corps Area.

From the reserve officer's standpoint, the Fifth Corps Area has a very serious advantage over other Corps Areas in that the four fields are devoted exclusively to reserve activities and the reserve officers and none of them are regarded as a step child.

My present policy is -

1st - a constant, unceasing, close personal touch with the reserve officers;

2nd - continued concentration of Corps Area planes at frequent intervals for inspection and review and other formation flying;

3rd - impressing the Office, Chief of the Air Corps with the idea that the Commanding Officer of the reserve field should be - 1st, a very scarce type of man, namely a good engineering officer and post administrator; and 2nd - a good mixer and instructor of reserve officers;

4th - impressing the Chief of the Air Corps with the idea that the allotment of planes to each field must be such that three service types will always be available for formation flying by element and that there must be uniformity of types throughout the Corps Area so as to permit concentration of all the planes for large formations;

5th - a continuous campaign for more flying hours;

6th - a continuous battle with the field commanders for more tactical missions and fewer joy rides;

7th - a continuous campaign to prod communities into housing their reserve flying activities in decent hangars instead of the shabby steel hangars we have been accustomed to;

8th - eternal watchfulness that no cooperative missions be performed in the 5th Corps Area by other than the reserves. This refers to tow target missions, infantry liaison, artillery observation, etc;

9th - a continuous campaign for 5th Corps Area detachment of 56 enlisted men for manning the four fields instead of the present system of detaching those men from organizations of the 6th or other Corps Areas. By 56 enlisted men I mean enlisted men or civil service employees. We find either quite satisfactory.

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Signed: H.C.KRESS MUHLENBERG,
Lt. Col., A.C.,
Air Officer.

A TRUE COPY:

DUTIES OF A CORPS AREA AIR OFFICER

By

**Lt. Colonel Ira Longanecker,
Air Corps.**

HEADQUARTERS EIGHTH CORPS AREA
Office of The Air Officer

Fort San Houston, Texas,
December 9, 1932.

DUTIES OF A CORPS AREA AIR OFFICER

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As regards the Air Corps Annex to the General Mobilization Plan of 1928 will state that neither the Air Corps or any others have been prepared or required as yet. We are just completing the Special Plans, turned in our Annex to the Gray Plan Wednesday and have the Green #3 to finish next. Then understand that the General Plan will be the next to revise. Do not know whether the Annexes will then be required or not.

In General Mobilization, as now being planned, we have recommended three General areas for the concentration of various units, AMARILLO - LUBBOCK for pursuit; TEMPLE - DALLAS for observation; SWEETWATER - SAN ANGELO for bombardment and attack; with the installations around SAN ANTONIO for schools as at present. Areas south, east and west of SAN ANTONIO have been left largely to ground installations. DP's are planned, however, at FORT WORTH, SAN ANTONIO and HOUSTON. Personnel and various tables have not yet been compiled.

In regard to the training of individuals and units, the regulations, and War Department Directive for Air Corps Training issued annually are the guides employed in this Corps Area. In addition, the Green #2 and certain other plans state that a "WAR DEPARTMENT TRAINING PAMPHLET" will be issued as soon as practicable for the carrying out of the training under the plan. Do not know the scope or type this pamphlet may be.

In connection with the training of National Guard units, will state that our duties are advisory largely as the National Guard representative is responsible primarily for this activity.

There are a large number of Organized Reserve Air Corps Units assigned to this Corps Area. Practically no Reserve enlisted men are assigned. Reserve officers are assigned to units, and believe that our practice may be similar to that in other Corps Areas. Young, active Reserve officers are assigned to certain units which we attempt to keep full, and as nearly as possible, give active duty as a unit. Have been able to give active duty to several units during the past year, however this seems to be reduced each year. Our active duty training of Reserves was carried out mainly at Hensley Field with 74 Reserve officers, 16 others were on duty, at Duncan and Hatbox Fields for their periods of active duty. It is found impracticable to get any one complete squadron for active duty at any one date. It is therefore necessary to organize a provisional squadron for each camp, or train as individuals.

This Corps Area has one activity not peculiar to any other, i.e., the Southwest Airways, covering eleven stations with Air Corps personnel and certain equipment and landing areas. These are kept up for transient Army fliers as well as outposts for the schools.

The Air Office is responsible for plans for interchange of Air and Ground officers during the training year. This year 47 Air and Ground officers interchanged for a fourteen day period.

This office is also responsible for the preparation of schedules for Air co-operation with Ground troops. This pertains primarily to Observation and Attack units, the only types within the Corps Area.

The Air Officer also acts as Liaison Officer between the Corps Area and occupied Air Corps stations.

The Air Office is the office of record of all Reserve officers within the Corps Area (Air Corps Reserve) and matters pertaining thereto. Naturally there is considerable routine connected therewith.

While the above may not cover the duties as fall at you like, hope that it will answer at least partially. I am sorry that nothing more is available on the O.M.P., 1928.

Signed: IRA LONGANECKER,
Lieut. Col., A.C.

A TRUE COPY:

DUTIES OF A CORPS AREA AIR OFFICER

By

**Lt. Colonel L. W. McIntosh,
Air Corps.**

WAR DEPARTMENT
Headquarters Ninth Corps Area
Office of The Air Officer
Presidio of San Francisco, Calif.

December 19, 1932.

DUTIES OF A CORPS AREA AIR OFFICER.

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I assume the detailed functioning of the Corps Area Air Officer varies somewhat in different Corps Area, based upon the policies of the Commanding General, or the various C's; in other words, in some Corps Area, C-3 will "lean" more upon his Air Officer with reference to Air matters than might be the case in other Corps Areas.

In this Corps Area practically all matters that have an Air "atmosphere" come thru the Air Office here for information or recommendation; in fact, they rather "lean over backwards" in sending us everything, so that we get some matters we feel are of no particular importance to the Air Corps. Occasionally I miss something I should see, but this, as a rule, is the exception.

I will outline briefly below, our duties in relation to the specific matters with which we deal:

a. ACTIVITY REPORTS.

At the present time we have two Regular activities (the 91st Observation Squadron, Crissy Field, and the First Bombardment Wing, March Field), and six Air Corps Reserve activities that submit monthly Activity Reports thru this Headquarters. This office reviews these Activity Reports, circularizes them to the interested Staff sections at Corps Area Headquarters, and, as the result of comments, etc., made, prepares the forwarding indorsement.

Oftentimes the remarks in the Activity Reports result in correspondence between the station concerned and Corps Area Headquarters, in order to assist the activity in straightening out its irregularities.

b. TECHNICAL INSPECTION REPORTS.

Technical Inspection Reports come thru this office from the Office, Chief of the Air Corps, on their way to the individual stations, and are returned to the Office, Chief of the Air Corps, via the same route.

We look over these reports with a great deal of interest, altho they are largely a matter of information, because of the fact technical control vests more or less directly in the Office, Chief of the Air Corps.

c. TRAINING PROGRAMS.

The training programs, of course, come in annually, and, for some reason, seem to require considerable "batting" back and forth in order to get them to cover all points required in the Air Corps Training Directive, the War Department Training Directive and the local Corps Area Training Directive. (This, - for Regular Army units). We also have to get training schedules from the six Reserve activities; these, however, do not go forward to higher authority.

d. TACTICAL INSPECTIONS.

I feel one of the principal jobs of the Air Officer is to assist G-3 in drawing up the tactical inspections covering Air Corps units. There is a further ramification in this work in that a "live" G-3 will also want to use his Air Corps in working out tactical inspections and their problems for the ground troops. For instance, last year, the tactical inspection of the 63d Coast Artillery (AA) included a night bombardment attack by the First Bombardment Wing. Therefore, there is considerable work which can be done in helping G-3 out along these lines.

e. COOPERATIVE PROGRAMS WITH GROUND TROOPS.

In this Corps Area the cooperative program covering work with the ground troops, is one of our principal functions. Being a large Corps Area, with ground troops scattered all the way from the Mexican Border to the Canadian Border, and as far East as Salt Lake City, Utah, you can see that working up the program involves quite a bit of work, especially in coordinating it; we attempt to avoid interference with other activities during the calendar year, which means letters are sent out to all ground activities asking for their recommendations as to cooperative missions for the succeeding fiscal year. These recommendations then have to be coordinated as regards the total number of hours available for cooperative training; they also have to be coordinated with respect to maneuvers, tactical inspections, etc., which require the use of Air Corps troops.

f. REQUISITIONS AND SURVEYS.

All requisitions and surveys covering Air Corps property, clear thru the Air Office for recommendation. This also covers the National Guard as well as the Regular Army and the Organized Reserve. The requisitions, as a rule, do not cause us much concern; however, sometimes the Reports of Survey do, depending on the attitude of the local Finance Office with regard to surveys on air-craft equipment damaged in accidents.

g. ORGANIZED RESERVES.

As stated above, there are six Air Corps Organized Reserve activities in this Corps Area, scattered all the way from San Diego to Seattle, and to Salt Lake City. These activities are responsible for a considerable amount of work in this office, due to the fact we have to keep them supplied with personnel; keep records of their requirements as to equipment, etc.; allot flying hours and, in general, take care of them.

I believe the Reserve flying activity in this Corps Area is greater than that of any Corps Area, so this work would not bulk so large elsewhere.

h. NATIONAL GUARD.

There are two National Guard squadrons in the Corps Area; the California squadron being located near Los Angeles, and the Washington squadron, at Spokane, Washington.

There is on the Corps Area Staff a National Guard Officer, under whom these activities in general come, so this office has not very much to do with the matter, except to pass on their requisitions and surveys. I do however, in-

nect these activities, and have contemplated that the Air Officer should properly conduct a tactical inspection once a year, of each of these units.

In the Washington squadron, a Regular officer, Captain Breene, is the National Guard Instructor, and is, also, the Squadron Commander, which assignment tends to help matters a whole lot, as far as Air Corps matters are concerned. Such is not the case, however, with the California squadron at Los Angeles.

1. GENERAL.

1. Local Joint Army and Navy Planning Committee.

I am Recorder of the Local Joint Army and Navy Planning Committee. This is a local affair, and I suppose, in some Corps Areas, such a detail would not be made; however, they want an Air Officer on the Committee, and it happens the Air Officer, as a rule, is the Junior Member.

2. INSPECTIONS.

I attempt to get around the Corps Area, whenever possible, to look over the various activities. At the nearby stations I make trips quite frequently, whereas I figure on making at least one "swing around" a year to look over those that are some distance away.

Due to local rules here, whenever I am absent from the office more than twenty four hours, the Commanding Officer, Crissy Field, comes up to the office and acts as Air Officer. I have no commissioned assistant. That makes it rather bad, in a way, and does, to a certain extent, prevent me from feeling as free as I would like to, to run around the Corps Area.

3. OFFICE PERSONNEL.

The clerical force here consists of one civilian employee, and recently I obtained the services of an additional clerk, - an enlisted man.

4. Distribution of Personnel to Reserve Activities.

One of our problems here is to handle the matter of distribution of personnel to the six Air Corps Reserve units. At the present time this personnel is composed mostly of Air Corps enlisted men who are detailed from the Air Corps tactical units in the Corps Area. Due to frequent changes required, and lack of interest in these men by their organization commanders, the present arrangement is not particularly satisfactory. The Office, Chief of the Air Corps, is studying the proposition of having a Corps Area Service Detachment of Air Corps men especially organized for this purpose, and all Corps Areas were required, some time ago, to submit recommendations in regard to such detachments. Such a Corps Area Detachment, I believe, would be a great improvement over the present arrangement; it would have its own specialized grades and ratings, and the men would be taken care of in a much better manner than they are at present.

5. Activities of Air Office with Reference to Training Organized Reserves and National Guard.

You mentioned specifically, peace time activities of the Air Office with reference to training Organized Reserves and National Guard.

I feel the training of the Organized Reserves in the Air

Corps is one of our most difficult problems. The flying hours are limited far below the number that could be used, and, due to the general layout, it is difficult to work out any general progressive scheme of training. I feel the National Guard layout is much better, as indicated by the fact the National Guard squadrons are, in general, very efficient. If we could have an Organized Reserve organization similar to this, I think the efficiency would be greatly improved.

6. General Mobilization and Training.

As to general mobilization and training, our General Mobilization Plan (1923) is now so far out of date as concerns this Corps Area, that I think it means very little. I assume they are waiting for a new revised War Department General Mobilization Plan before they revise the Corps Area Plan.

Since I have been here, the General Mobilization Plan and the colored War Plans have not bulked very large. As far as I know, the real Air Corps training would be carried on in the Eighth Corps Area, according to a specific scheme, and the colored plans call for allotment of troops to various expeditions, etc.

I. Summary.

In general, it appears to me the Air Officer job is one that can be made considerable of a job, on the one hand, or, on the other, the Air Officer may slip by with a minimum of work, if he so desires.

As you well know, the Air Officer has not the privilege of any particular initiative in training matters, since those are all laid down in the Air Corps Training Directive, even to the number of hours to be flown in each phase of training.

I think the Air Officer can generally be of considerable assistance to Air Corps troops by "going to the bat" for them at Corps Area Headquarters in matters which he feels would be of help to them.

In view of the fact Staff Officers, in general, are not as yet familiar with Air Corps matters, the Air Officer can be of a great deal of assistance in advising the Staff on Air Corps matters in general.

The Air Officer can, also, be of a great deal of help, probably, in attempting to maintain a general friendly feeling in the Corps toward the Air Corps. In this particular Corps Area it appears such a feeling exists. General Craig, I believe, feels his Air Corps troops compare very favorably with any other troops in the Corps Area; in fact, he was rather surprised, apparently, to discover they ranked high in "housekeeping" matters as well as in their specialized field of Air Corps training and tactics.

Signed: L.W. McINTOSH,
Lt. Colonel, A.C.

A TRUE COPY:

Early E. W. Duncan
Early E. W. Duncan,
Captain, Air Corps.

DUTIES OF A CORPS AREA AIR OFFICER

By

**Colonel Ira F. Pravel,
Air Corps.**

WAR DEPARTMENT
AIR CORPS
MATERIAL DIVISION
Industrial War Plans Section
Procurement Planning Representative
39 Whitehall Street
New York, N. Y.

December 6, 1932.

I have received your letter of November 29th, but as I have never performed the duties of a Corps Area Air Officer I am afraid that the little I can offer will not help you much in your thesis.

From my observation of training of Reserve officers in the Office of the Chief of the Air Corps, Middletown Air Depot, at various flying fields where I occasionally had contact with same, and during the last three years in this office, (since I have been on duty here there have been from one to thirteen Reserve officers on active duty during approximately one-half the time), I have formed certain opinions.

I will mention a few ideas which I have with reference to Reserve officers and their training, as follows:

- (a) I believe that too many Reserve officers and, unfortunately, a large number of Regular Army officers of the Air Corps think that flying is the first, last and only duty which an Air officer should perform. This is an inheritance from the World War which will continue to affect the efficiency of the Air Corps until it is thoroughly eradicated.
- (b) The same remarks apply to the stress laid on having pilots trained without giving sufficient consideration to the training of observers. It is believed that this criticism applies to a greater extent to Heavier-than-air organizations than to the Lighter-than-air personnel. The statement that all of the other branches are auxiliaries to the Infantry and that the winning or the losing of a battle is always in the end decided by the Infantryman's bayonet applies with almost equal force to the observer. The ultimate end sought by pursuit aviation is primarily the protection of the observation plane in order that the observer may get and transmit the information which the Army needs and I believe that a great deal more stress should be placed on the instruction and training of additional observers.
- (c) The foregoing also applies to considerable extent to the question of ground officers because unless the ground officers are sufficiently trained it will be impossible to keep the various types of aircraft in the air when they are most needed.
- (d) I believe that there should be practically no eliminations from the Advanced Flying School. Those who, during their training at the Advanced School, develop conditions which have heretofore resulted in their elimination and also those who especially request the same should be given intensive training as observers and in the duties of ground officers. These remarks apply to many of those who are eliminated from the Primary Training School and especially those who are already officers in the

Regular Army. Of course, if a student develops a condition which affects his functioning in the air as an observer, his training as such should be stopped, but even such an officer may be of considerable value as a ground officer. This thing of having every officer in the Air Corps a rated pilot is, in my opinion, one of the things that would be most regretted in the event of another major war.

- (e) Although the duties of a Corps Area Air Officer do not bring him to a great extent in contact with actual procurement planning matters, it is believed that he should make himself sufficiently familiar with the same to realize its importance and that without the supplies which the Materiel Division must procure the operating personnel will be useless.
- (f) I really believe that every Corps Area Air Officer should be a graduate of the Fort Leavenworth School because they get there a broader view of the Army as a whole and are not so liable to be shortsighted or biased in smaller matters.

I regret that I cannot give you more information. I wish you success in your thesis and would appreciate having the opportunity to read a copy of same after you have completed it.

Very truly yours,

Signed: IRA F. FRAVEL,
Colonel, Air Corps,
Procurement Planning Rep.

A TRUE COPY:

DUTIES OF A CORPS AREA AIR OFFICER

By

**Colonel C.G.Hall
Air Corps.**

Headquarters 78th Division

Globe Indemnity Bldg.

Newark, N.J.

December 12, 1932.

Duties of a Corps Area Air Officer -

The Corps Area Air Officer is the technical adviser of the Corps Area Commander in the administration and training of air units under the Corps Area command. To this end it becomes his duty to supervise the preparation of training programs for each air command in accordance with Corps Area training directives which are based upon the training policy of the War Department as set forth in regulations and instructions as issued from time to time.

It is therefore manifest that the Corps Area Air Officer must thoroughly familiarize himself, by actual contact in visiting air commands, with the training needs of such commands and with the progress made from time to time in training in accordance with approved training programs.

Training programs submitted by air commanders in accordance with Corps Area directive should be closely scrutinized with the view of insuring effective training, and where such training programs deviate from the essential requirements of Corps Area directives, the Air Officer should be prepared to justify such deviations as being in the interest of efficient training, and to submit to the Corps Area Commander recommendations for changes in training directives so as to make more efficient training possible.

The application of tactical principles to the air arm of the service varies in no manner from the application of these principles to the other arms. The Air Officer is therefore not fundamentally responsible for this factor. He will, however, note fundamental violations of tactical principles in the training of air units for the information of the Corps Area Commander's assistant chief of staff for training.

He is, however, directly interested in the mechanics of the application of tactical principles in the training of air units. The air

arm of the service is so relatively new that the powers and limitations of the arm are not as generally well known to the other arms as they will be as time passes, and it is therefore most important that in training air units tactical missions be not assigned them except after thorough coordination with their powers and limitations.

In the administration of the affairs of air units the Air Officer is interested particularly in the question of technical supply. Technical supply is more or less automatic for air units in accordance with regulations, but the Corps Area Commander is interested and is responsible for the necessary inspections to determine the adequacy of all supply and its efficient and economical use. It therefore is the function of the Air Officer to observe these factors with respect to technical supply.

The Air Officer besides being responsible for the supervision of the training of Regular Army air units, is also responsible for such training of Reserve units and National Guard air units in coordination with the Organized Reserves and National Guard officers in so far as the technical phases of such training is concerned. He should by adequate inspections determine if such training is carried on in accordance with the powers and limitations of the air arm of the service, and that the technical supply is adequate and efficiently and economically administered.

Signed: C.G.Hall

Col., A.C.(Dol.)

Chief of Staff.

A True Copy:

DUTIES OF A CORPS AREA AIR OFFICER

By

**Lt. Colonel Gerald C. Brant
Air Corps**

Headquarters 18th Composite Wing, Air Corps

Office of the Wing Commander

Fort Shafter, T.H.

March 11, 1933.

The Corps Area or Department Air Officer:

1. General-

a. The Air Officer is a special department staff officer on the staff of the Commanding General. He should be an officer of field rank, senior to all other Air Corps officers within the Corps Area or Department.

b. He should have as an assistant, an officer to be in charge of the administrative details of his office, and to act as Air Officer while he is away from his office on necessary inspections, etc.

c. One enlisted man is necessary for clerical work. Civilian stenographer is necessary in those Corps Areas having much Air Corps activity.

2. The Office -

a. The air office should not be an office of record, other than for tactical and training plans and projects. All correspondence is prepared in the name of the Commanding General and copies thereof are filed in the office of the Corps Area or ^{Department} Adjutant.

b. However, all correspondence relative to training and operations, tactical supply and engineering matters, Air Corps personnel and all other matters of an aeronautical nature, if not prepared by the Air Officer himself, should be referred to the Air Officer for his comment and recommendation prior to any action. As the Air Officer is not authorized to sign any orders or headquarters correspondence in the name of the Commanding General, it should be assured by the Corps Area or Department Adjutant that prior to the issuance of such orders or correspondence, that the Air Officer has had an opportunity to note the contents thereof.

3. Scope of Duties and Functions-

a. The Corps Area or Department Air Officer's scope of duties and functions should include:-

- 1) Adviser to the Commanding General on all military aeronautical matters.
- 2) Preparation of all sections of all defense and war plans and projects.
- 3) In time of an emergency or during maneuvers involving the Corps Area or Department Air Forces, the responsibility for the proper execution of these plans or projects or any special plans which might arise. (Although the Commanding General is directly responsible for the employment of all his forces, because of the special tactics peculiar to the Air Corps, the Air Officer on the Commanding General's staff should be given the greatest amount of latitude in the employment of this force). Although the Air Officer is not a tactical commander, the air tactics employed should be under his direct supervision and control. He is required to be at all times in direct communication with the Commanding General and keep him informed as to the air situation and what should be done to meet conditions. If the Commanding General has confidence in his ability, he will probably authorize him to handle the air force as its tactical commander. (See par. 4).
- 4) The preparation of an adequate training schedule for the Air Corps units and the responsibility for its proper execution to bring up and maintain the air units at their maximum efficiency. He should have complete and undisturbed tactical and technical instruction of the air units in the Corps Area or Department.
- 5) Formulating and trying out new plans or projects of defensive or offensive tactics particular to the locality.
- 6) Equipping and maintaining all air units with the necessary material for them to function at their maximum efficiency.
- 7) Locating, establishing and maintaining auxiliary and emergency landing fields.
- 8) Establishing and maintaining a regular airways within the Corps Area or Department and responsibility for all jurisdiction connected therewith.
- 9) The frequent inspection of all air units, stations, personnel and equipment.
- 10) As an air coordinator between the various arms of the service and with the Navy air and surface units.
- 11) In time of emergency, the responsibility for the procurement of personnel and material for the rapid mobilization of inactive or newly organized units or the expansion of regular air units to their prescribed strength and the training thereof.
- 12) To be a student of all aeronautical affairs, including tactics, training, operations, engineering, supply, organization and administration, in order to submit new plans or projects to allow for the rapid advance of military aviation or to take care of the situations particular to that locality.
- 13) Responsible for the equipping and training of all Air Corps Organized Reserves, College R.O.T.C., and National Guard units within the Corps Area or Department.
- 14) The administration of all Air Repair and Supply Depots within the Corps Area or Department- unless exempted stations. In this connection, all requisitions for Air Corps supplies and all administration of supply and

engineering features should be directly the concern of the Corps Area or Department Air Officer and no action should be taken until he has given his approval. He should recommend to the Commanding General the disposition of all equipment and personnel assigned to the Corps Area or Department.

b. The scope of the duties and functions enumerated above are, in general, what should be constant throughout the Army, augmented by such other duties as special situations arise in the particular Corps Area or Department.

4. The Air Officer, Hawaiian Dept., is in addition, Commanding Officer, 18th Composite Wing. As such, he is a tactical commander and commands his organization in Wing training operations, in combat, or during maneuvers. Although this dual responsibility is not ideal, it more nearly fulfills the situation as set forth in paragraph 3a.3(above). In my opinion, the Corps Area or Department Air Officer has a very different status from other officers on the staff of the Commanding General, whose functions are merely advisory. Under the general plan of conditions, or in cooperation with the other arms, the Air Corps operates under the direction of the Commanding General, with the advice of the Air Officer; but, on other occasions, the Air Officer should be permitted to exercise his unbridled authority to carry out the air tactics to be employed to their successful conclusion. The following reasons given for this authority, peculiar to the Air Corps, are:-

a. The speed at which air tactics are performed. This calls for instantaneous decision and execution. If it is necessary for the Air Officer to receive the approval of the Commanding General and the various offices of the General Staff before putting into execution his tactical operations, the situation would probably be lost. As an example: Knowledge of an imminent attack by enemy aircraft is received. It is necessary to put into the air immediately a sufficient Air Force to combat this invasion. Assume that the enemy force is approaching its objective at the minimum rate of 120 miles per hour or two miles per minute. If the first information of their whereabouts is received when they are thirty

miles or less away (the maximum distance of the front lines from the airdrome) , it means that in fifteen minutes or less , the enemy would have reached its objective. The Air Officer must act at once and to take time for consultation over what orders to issue would prove fatal. Under existing circumstances here in the Hawaiian Dept., the Wing Commander issues his orders and sends copies later to the Commanding General and the Assistant Chief of Staff, G-3.

b. The capabilities and limitations of his air force- Only a seasoned Air Corps officer, who has had many hours in the air in tactical maneuvers, can possibly have this intimate knowledge and expert experience. It is not possessed by any officer of another branch no matter what his position or rank. The Air Officer should know the time, place and number of aircraft necessary, to conduct operations against other aircraft. Here speed is the requisite again, for situations instantaneously arise and it is for him to decide the type and number of aircraft to be employed and the tactical scheme to be adopted.

Signed: G.C.Brant

Lt.Col., A.C.

Air Officer

A True Copy: